

**Call Center and Filing Efficiency Study:
A Roadmap for Improving Division Productivity**

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Background

The Business Filings Division of the Secretary of State's Office processes over 82 thousand corporate filings and business filing copy work requests each year. The goal of the division is to process those filings within 2-3 days of arrival in the office. In addition, the division receives over 21,000 phone calls from customers needing assistance with filing requirements or copy work requests; the goal of the division is to pick up each call in less than two minutes and answer customer's questions in 2-3 minutes or less. When fully staffed, the division has 8 FTE's responsible for processing filings and answering phone calls. During 2013 and 2014, the division experienced a high amount of employee turnover due to employees either leaving the agency or being reassigned to other divisions. During the process of hiring and training new employees by the spring of 2014 the division had doubled the amount of time it took to pick up a call, and nearly tripled the amount of time it took to return completed filings to customers. Productivity decreased 20% overall. In April of 2014, of the six employees in the division only two had more than two years of experience, and three had less than one year of experience. In March of 2014, the employee who had been handling the division's calls for more than 20 years left the agency, and the employees who processed business filings each day were needed to also answer phone calls for the division. This study is being done to determine if the business filings division, and the agency in general, would be able to meet its customer service goals on a more consistent basis by creating a call center for the agency, and whether there are any other factors that are keeping the division from meeting its desired goals.

Data Sources and Collection Method

To obtain historical data regarding the productivity of the employees, I utilized a report from the revenue tracking system that was developed to track the number of filings an employee completes each day along with the number of filings returned for correction each day. Avaya software was used to capture the number of phone calls answered and the length of time spent on phone calls during the day. Finally, I used an internal schedule that was created each day to capture which employees were taking customer phone calls that day.

I created a work group of seven of the division employees and held five meetings where we discussed the agency and division goals. The employees did some brainstorming and put together a list of areas they felt needed to be improved or changed in order to meet those goals while still maintaining a minimum number of errors. Training and communication were at the top of the list of areas needing to be addressed in order to meet these goals.

In addition, I created a survey using SurveyMonkey.com which asked questions from Binder's Six Boxes of Probe Questions, along with questions addressing some of the issues that came up during the group meetings. The goal of asking these questions was to determine if the employees understand their role within the agency; whether they have enough information, guidance and feedback to do their job; and whether they have the tools, training and resources to perform their job well. Furthermore, questionnaires regarding styles of learning, communication and conflict management styles were completed by the employees, the division director, and division coordinator. Finally, I conducted a personal interview with the director of the division in which I again asked Binder's Six Boxes of Probe Questions to gain her perspective and determine where there may be a difference between the espoused values and the perceived values

within the division. The newer employees were also interviewed specifically to get their perspective on the pace and efficiency of the training process.

During the five meetings, the work group identified training and communication as two areas that should be addressed in order to help meet the goals. They felt that the most important area to be addressed first was the training process. During the time when the division was understaffed and its productivity decreased substantially, there were no employees dedicated to handling phone calls and the new employees being trained were not being trained fast enough to file a variety of forms or take phone calls. This left the division with all of the experienced filers taking phone calls, and on some days there was no one processing any filings other than limited liability company filings (LLC filings are the easiest filings to process and are what new employees are trained to file first). With the influx of new employees to the division, it became evident that documentation of filing procedures and a method of communicating information to new employees had not been established. This left some of the new employees feeling unsure of procedures and processes, even for something as simple as what to do first when they arrive for work each day.

Data Collection Results

The director of the Business Filings Division has tracked data for employees who are responsible for filing corporate documents since the EDMS program was put in place in 2004. During that time the number of filings processed during the course of a 7.5 hour day averaged 12 corporate documents per hour, including any combination of completed filings and/or rejected filings (filings that are returned to the customer for correction). For this study, I used past average of 12 filings per hour as the standard of measure and compared that number to the total number of both completed filings and rejected filings, along with the number of hours the

employee worked that day, to determine the number of filings completed per hour, per employee, on randomly selected days during the course of this study. There are four employees who have been here throughout the time period whose duties have not changed during that time. The following are the results pulled from data collected (see Appendix A).

Employee 1: No phone responsibilities, averages 13 filings per hour, 487 filings per week.
This employee has no phone responsibilities.

Employee 2: No phone responsibilities, averages 14 filings per hour, 525 filings per week.
With phone responsibilities, averages 9 filings per hour (36% decrease),
187 filings less per week, working a 37.5 hour week.

Employee 3: No phone responsibilities, averages 14 filings per hour, 525 filings per week.
With phone responsibilities, averages 7 filings per hour (47% decrease),
262 filings less per week, working a 37.5 hour week.

Employee 4: No phone responsibilities, averages 14 filings per hour, 525 filings per week.
With phone responsibilities, averages 5 filings per hour (64% decrease),
337 filings less per week, working a 37.5 hour week.

As would be expected, the fewer filings processed per week causes the division to fall behind. Moreover, when the customers do not receive their paperwork within an expected amount of time, they begin calling the division to get an update on the status of their filing; thus, the farther behind the division gets in filing, the more phone calls come into the division (see Appendix B). This is where the division found itself in the spring of 2014 when the average call wait time increased from 2 minutes, 38 seconds in March to 6 minutes, 30 seconds in July. During that same time frame, 14% of callers were abandoning their call after waiting 2 minutes, 36 seconds in March, which increased to 29% of callers who were abandoning their call after waiting 5 minutes, 05 seconds in July. As of December 2014 and January 2015, calls coming into the division were being answered at a rate of 3 minutes, 19 seconds and only 18% of callers were abandoning their call after waiting 2 minutes, 49 seconds.

In the group meetings, employees expressed concerns about the pace of the training, stating the new hires are being taught to file only one type of filing when there are 101 possible corporate forms to be processed. Of those, management felt all but eight were essential to job performance, while the employees felt all but 43 were essential. Typically the new employees are taught to file LLC's on the first day and are not trained on any other type of filing, for several weeks. This forces the new employees to work ahead to process one type of filing, and leaves them unavailable to help customer filings in the order received regardless of type of filing or be trained to take customer calls. The lack of training materials, sharing of information, and availability of the supervisor to answer questions as they arrive were specific issues that were discussed.

In addition to the training, communication came up as the second most important issue to be addressed. The employees surveyed reported that the agency conveys its mission to the employees, that they understand how they fit into the mission, that the agency recognizes their contribution, and that there is good communication from the employees to supervisors. However, they did indicate that they would like better communication from the supervisors to the employees in the agency. Survey results also indicate that within the division only 29% feel that there is helpful communication within the group and they often feel that they are the case of "the left hand not knowing what the right hand is doing." The results also indicate a general feeling that some of the employees clearly need more feedback from their supervisor related to job expectations, performance expectations, and recognition when work related goals are met (see Appendix C).

Training Recommendations

New employees have expressed the willingness and ability to learn at a faster pace, as it gives them a greater sense of accomplishment and helps them feel that they are contributing to the success of the division. In order to expedite the training process, the recommendation is to train employees based on a 'family' of filings. For example, once the domestic LLC filing has been learned, within one week the employee should be trained on foreign LLC's and then terminations, reservations, agent changes, etc... so that the employee can learn to file all forms related to LLC's within a months' time. The same process should be completed for the other filing types that make up the majority of filings received by the division, so that the core group of filings can be completed by the end of the first 3 months. Of course, the director should take into consideration the employee's ability to complete the job with the accuracy required before moving on to the additional filings.

Secondly, the division should create uniform training tools to be provided to each new employee to assist in the learning process. This training material should be available both in printed and electronic format to allow the employees a choice in using the format that works best for them. While the employees like one-on-one training and being shown how to use the database and complete the filing, almost half of them feel the procedures for completing jobs are not clearly outlined or documented. Therefore, providing the training instructions on the actual forms the customers complete is a tool that would be useful to document the filing procedures (see Appendix D). The survey also indicated that over half of the employees felt that information and knowledge is not shared openly within the division. The new employees would like mentors to work with one-on-one, as the other employees are readily available when the supervisors are

not. Also, the more experienced employees have a wealth of knowledge and expertise to offer and are more than willing to help mentor the new employees.

In addition, employees being trained to answer phone calls indicated in group meetings that they could use training on customer management over the phone, including guidelines for what can and cannot be said to customers. They also requested more tools in the way of documentation such as Frequently Asked Questions and a list of contact information for other state agencies, federal agencies, and other secretary of state's offices across the country, as well as other local business numbers that are helpful to the customers and are being provided on a regular basis. There is currently a binder with some of this information, however, some of the information is outdated. Any tools for performing their jobs should be made available in both printed and electronic format for ease of use, especially when emailing information to customers. They need clear guidelines regarding what kind of information they can and cannot give customers (for example, how to avoid giving legal advice) and would like some specific training on how to deal with difficult people on the phone.

Lastly, it is important that the supervisor is cross-training its employees to ensure a coverage in all areas, not just for answering phones, in the event that an employee is absent or leaves. This cross-training should include answering phones, filing corporate documents, completing copy work, processing SCBOS filings, working the corporations desk in the front office, pulling microfilm and scanning.

Communication Recommendations

One of the communication tools that the employees felt they benefitted from was the weekly meeting. This meeting has not happened on a consistent basis, but when it did, they liked

the fact that they all felt like part of a team. There is a strong desire to participate in the meetings and not just “be talked to.” The employees feel they can contribute to the meetings by bringing up an issue of concern or importance, giving feedback regarding an issue, working together to problem solve and learning about the daily or weekly division or goals. Using the meetings as an opportunity to teach and learn also ensures that everyone is being told the same thing, especially when there is a procedural change. My recommendation would be to have the weekly meeting consistently allowing the director time to address issues she feels are important and then allowing the employees the opportunity to run the meetings. This will help employees feel as though they are part of a team and play an important part on that team. Lastly, as in most meetings, there is often important information shared and it is essential to be sure the information is documented for the purposes of sharing the information with anyone that missed the meeting, reminding each person what was discussed (especially if there were any procedures changed or implemented), and for follow up in future meetings.

Lastly, there does not seem to be a strong sense of cohesiveness in the division. Several of the new employees in the group would be characterized as “millennials.” Although they can appear to be selfish and have a sense of entitlement to baby boomers, it is important to understand that they like to know everything about everyone, they want to feel that what they are doing is important, they are very team-oriented, and they enjoy collaborating and friendships with co-workers (talent.linkedin.com/blog). Including the employees in process improvement, communication, and training within the division will help them feel more connected to others in the work group, including their supervisor.

Implementation

1. Dedicate two FTE's to answering calls and six FTE's to processing corporate documents for the Business Filings Division.

Recent data collected from phone records indicates that two people on the phone at all times will enable the division to meet its customer service goals of answering calls in less than two minutes and answering customers' questions in 2-3 minutes or less once the employees are fully trained. There are many tasks that can be completed by employees in the call center that will not interfere with customer service goals and will also relieve the workers processing corporate documents of some menial tasks, such as opening division mail, sorting filings at their desk, stuffing envelopes and processing copy work. In addition, there should be an additional employee trained as a backup for the phones so that in the event of illness, vacation or loss of employee, only one person processing business filings will be affected, and not the entire division. Based on the information from the hourly call logs, this person should be available to help with the phones from 9:00am until 4:30pm.

Data also indicated six FTE's should be dedicated to completing corporate filings in order to meet the goal of 12 filings per hour. The employees who are fully trained are actually exceeding that goal and filing an average 13.75 filings per hour; however, when they are being assigned phone duties while processing filings, that average drops to seven filings per hour. If a phone center employee is out, it would be better to have one of the six filers cover the phone verses several of them helping to cover for that one person. If one person covers the phone, 103 fewer filings are completed during the day verses 202 if the coverage is split between four employees.

2. Training

The agency has many people who have several years of experience answering phone calls for either business filings or other divisions within the agency. We can utilize the experience and expertise of those employees to help the new employees learn the dos and don'ts of phone communication and help them with managing difficult people on the phones. In addition, I would recommend that the Business Filings Division create one training manual to be used by everyone in the division. My suggestion is that the division puts a team together to come up with the important elements to be included as well as the organization of the manual. The director has been given questionnaires that were answered by the employees that may assist her in ensuring the team is well-balanced. The questionnaires completed by the employees identified interpersonal styles of conflict management and team player styles.

Additionally, new employees should be assigned a mentor to help them with training as well as general questions about the division or agency. The mentor would be an experienced employee that takes over after the initial training is done by the supervisor; some of their responsibilities would include checking completed filings for accuracy, clarifying procedures and answering questions about specific filings for the new employees. Some new employees will not ask a question because they don't want their supervisor to know that they don't know an answer, but they may be more willing to ask a co-worker who isn't the person who reviews their progress. This will also be helpful during those times when the supervisor is not available to answer questions, as it will expedite the processing of the filing in front of them and they likely will not need to set it aside until later. Making these changes will not only increase the efficiency of the new employees, but it will also help build relationships and trust between all of the employees of the division.

3. Communication

Make weekly meetings a priority. It is very easy for the amount of work in any division to cause “tunnel vision,” where getting the work done is the only focus, and it remains that way for weeks and months. One of characteristics of millennials that is important to note is that they prefer constant feedback, and supervisors need to make a concerted effort to provide this to all their employees. In the Business Filings Division, only four out of the seven surveyed agreed that they get constructive and adequate feedback from their supervisor. Creating an environment where ideas are shared freely and openly helps build trust, a sense of belonging, and ownership within a group. This is especially important with the younger work force coming into the agency who don’t necessarily feel a sense of loyalty to a company and expect to have many employers and multiple careers. An interesting article 6 Good Reasons Why Your Employees Aren’t Engaged (<http://www.forbes.com>) suggests that employees are not as engaged and productive as they could be because they feel overwhelmed, they “don’t get it,” they are scared, they don’t see the big picture, they don’t own it, or they feel like their supervisors “don’t face reality.” The author suggests that being disturbed by any one of these can lead to a lack of engagement, productivity and motivation.

Next Steps

The next step to implementing these improvements will be to review the information collected with senior management and make recommendations based on the data collected. I will also assist the director in reviewing the information gathered to determine which employees would be best suited for the phone room. Since the division is currently fully staffed, no new employees would need to be hired and the technology, equipment and space are already in place for this to be implemented. The challenge will be to commit to changing current scheduling

practices and training procedures as well as keeping employees who are part of the call center from getting burned out from handling calls all day, every day; a common complaint from employees working the phones.

The agency is considering a call center that would serve several of its divisions. Therefore, we will need to determine if other divisions should be served or just the Business Filings Division. Since each division has their own database, phone system and tracking program that can evaluate production results, data can be collected to create a baseline to be used for comparing production numbers and document improvements in filing efficiency if calls are moved out of a division and into a call center. The baseline data collected would help determine if one employee would need to assist the call center in a full-time or part-time basis. This likely will change during different times of the year based on filing deadlines. Training would need to be done to cross-train employees in order to handle calls related to other divisions.

Conclusion

Having a dedicated phone room would be a benefit to the Business Filings Division and the agency as a whole based on the data. The suggestions included in this study will help restore and maintain the desired level of production and customer service; however, retaining employees needs to become equally important as the culture of the workforce in the agency changes. Supervisors will need to find creative ways to motivate employees in a way that empowers them, gives them a sense of ownership and responsibility for successes within the division, and maintain the production and customer service requirements that a filing agency is expected to produce.

References

<http://talent.linkedin.com/blog/index.php/2013/12/8-millennials-traits-you-should-know-about-before-you-hire-them>

<http://www.forbes.com/sites/victorlipman/2014/05/13/6-clear-reasons-why-your-employees-arent-engaged/>

User	2/22/2014 Filings By User			3/3/2014 Filings By User			3/4/2014 Filings By User			3/5/2014 Filings By User			3/15/2014 Filings By User		
	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS
		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR
Employee 1	27	17	4				91	10	8	85	6	8	31	11	3.25
	1	44	11					101	12.6		91	11.4		42	12.9
Employee 5															
Employee 6	50	26	5				67	0	8	31	0	7			
		76	15.2					67	8.38		31	4.43			
Employee 7															
Employee 8															
Employee 9	58	1	5	22	0	8	55	14	8	44	24	8			
		59			22	2.75		69	8.63		68	8.5			
Employee 10	25	16	4	43	0	8	76	4	8	45	20	8	29	7	4
		41	10.3		43	5.38		80	10		65	8.13		36	9
Employee 2				76	25	8	98	24	8	80	32	8			
	2				101	12.6		122	15.3		112	14			
Employee 11															
Employee 3				107	7	8	84	13	7.5	80	29	7.5			
	3				114			97	12.9		109	14.5			
Employee 4	25	1	4	97	11	8	54	6	8				35	11	4
	4	26	6.5		108	13.5		60	7.5					46	11.5
Total	195	246	17.5		388	26.1		596	48.3		476	39.9	95	124	44.7

	3/18/2014 Filings By User			4/5/2014 Filings By User			5/24/2014 Filings By User			5/31/2014 Filings By User			6/7/2014 Filings By User		
User	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS
	TOTAL		T/HR	TOTAL		T/HR	TOTAL		T/HR	TOTAL		T/HR	TOTAL		T/HR
Employee 1	86	8	8	38	28	5.25				35	15	4			
		94	11.8		66	12.6					50	12.5			
Employee 5															
Employee 6				96	1	5.5				26	0	4	42	23	4
					97	17.6					26	6.5		65	
Employee 7															
Employee 8															
Employee 9															
Employee 10	53	19	8										40	0	4
		72	9											40	10
Employee 2	76	30	8												
		106	13.3												
Employee 11															
Employee 3	50	0	8				49	22	4						
		50	6.25					71	17.8						
Employee 4	35	2	8				52	12	4				22	11	4
		37	4.63					64	16					33	8.25
Total	0	359	35.9	134	163	12.6	101	135	33.8	61	76	12.5	104	138	8.25

User	6/14/2014 Filings By User			6/21/2014 Filings By User			6/28/2014 Filings By User			7/1/2014 Filings By User			7/21/2014 Filings By User		
	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS
		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR
Agreen	26	21	4				30	23	4	60	12	8	76	14	7.5
		47	11.8					53	13.3		72	9		90	12
Cwise															
Emurphy	33	13	4	108	0	2.5							39	0	7.5
		46	11.5		108	43.2							Ph-3	39	5.2
Kbrooks	35	21	4	27	20	4				79	19	8	59	14	7.5
		56	14		47	11.8					98	12.3		73	9.73
Kfrancois							26	9	4	67	24	8	51	17	7.5
								35	8.75		91	11.4		68	9.07
Kscriven				68	0	4				4	0	5.67			
					68	17					4	0.71			
Lshannon	33	0	4	37	12	4	46	16	4						
		33	8.25		49	12.3		62	15.5						
Pjones										43	14	8	77	7	7.5
										Ph-8	57	7.13	Ph-1	84	11.2
Sgrady															
Sjones															
Spersons							41	25	4	27	12	8	50	22	7.5
								66	16.5	Ph-8	39	4.88	Ph-2	72	9.6
Total	127	182	25.8	240	272	11.8	143	216	38.5		361	44.6		426	51.6

	9/25/2014 Filings By User			9/30/2014 Filings By User			10/1/2014 Filings By User			10/2/2014 Filings By User			10/13/2014 Filings By User		
User	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS
		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR
Employee 1	68	14	7.5	82	14	7.5	78.00	7	7.50				89.00	9	7.50
		82	10.9		96	12.8		85	11.33					98	13.07
Employee 5															
Employee 6				24	0	7.5	11.00	0	7.50						
					24	3.2		11	1.47						
Employee 7	78	13	7.5	20	1	7.5	70.00	0	7.50	28.00	1	7.50	92.00	0	7.50
		91	12.1		21	2.8		70	9.33		29	3.87		92	12.27
Employee 8	58	16	7.5	58	9	7.5	64.00	24	7.50	46.00	13	7.50	57.00	18	7.50
		74	9.87		67	8.93		88	11.73		59	7.87		75	10.00
Employee 9							15.00	3	7.50	6.00	11	7.50	14.00	6	7.50
								18	2.40		17	2.27		20	2.67
Employee 10															
Employee 2															
Employee 11															
Employee 3	79	10	7.5	67	21	7.5	72.00	16	7.50				51.00	17	7.50
		89	11.9		88	11.7		88	11.73					68	9.07
Employee 4	22	4	7.5	41	11	7.5	33.00	9	7.50	67.00	1	7.50	32.00	9	7.50
		26	3.47		52	6.93		42	5.60		68	9.07		41	5.47
Total		362	48.3		348	43.2		402	49.73		173	20.80		394	49.87

User	10/14/2014 Filings By User			11/4/2014 Filings By User			11/12/2014 Filings By User			11/13/2014 Filings By User			11/18/2014 Filings By User		
	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS
		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR
Employee 1	98.00	15	7.50	90	11	7.50	110	11	7.50	93	0	7.50	94	11	7.50
		113	15.07		101	13.47		121	16.13		93	12.40		105	14.00
Employee 5															
Employee 6	19.00	0	7.50												
		19	2.53												
Employee 7	16.00	0	7.50	38	0	7.50	120	0	7.50						
		16	2.13		38	5.07		120	16.00						
Employee 8	53.00	11	7.50	27	12	7.50	69	26	7.50	45	21	7.50	85	15	7.50
		64	8.53		39	5.20		95	12.67		66	8.80		100	13.33
Employee 9	19.00	9	7.50	1	0	7.50	9	0	7.50						
		28	3.73		1	0.13		9	1.20						
Employee 10															
Employee 2										39	11	7.50	50	12	7.50
											50	6.67		62	8.27
Employee 11				44	7	7.50	46	5	7.50	54	11	7.50	30	13	7.50
					51	6.80		51	6.80		65	8.67		43	5.73
Employee 3	99.00	17	7.50	66	8	7.50	59	0	7.50	40	11	7.50	167	4	7.50
		116	15.47		74	9.87		59	7.87		51	6.80		171	22.80
Employee 4	61.00	15	7.50	27	4	7.50	27	1	7.50	5	1	7.50	76	58	7.50
		76	10.13		31	4.13		28	3.73		6	0.80		134	17.87
Total		432	51.33		335	44.53		483	63.20		331	44.13		615	82.00

User	11/24/2014 Filings By User			11/25/2014 Filings By User			11/26/2014 Filings By User			12/1/2014 Filings By User			12/2/2014 Filings By User		
	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS
		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR
Employee 1	82	16	7.50	94	9	7.50	31	6	7.50	104	6	7.50	100	9	7.50
		98	13.07		103	13.73		37	4.93		110	14.67		109	14.53
Employee 5															
Employee 6															
Employee 7	54	0	7.50	75	0	7.50	53	0	7.50	38	1	7.50	91	0	7.50
		54	7.20		75	10.00		53	7.07		39	5.20		91	12.13
Employee 8	65	16	7.50	66	7	7.50				48	15	7.50	81	21	7.50
		81	10.80		73	9.73					63	8.40		102	13.60
Employee 9	34	6	7.50							15	4	7.50			
		40	5.33								19	2.53			
Employee 10															
Employee 2	53	15	7.50	69	8	7.50	47	9	7.50	45	12	7.50	48	13	7.50
		68	9.07		77	10.27		56	7.47		57	7.60		61	8.13
Employee 11	46	13	7.50	28	11	7.50	35	10	7.50	33	20	7.50	35	6	7.50
		59	7.87		39	5.20		45	6.00		53	7.07		41	5.47
Employee 3							53	5	5.50	40	0	4.50	63	9	7.50
								58	10.55		40	8.89		72	9.60
Employee 4	18	1	7.50	29	3	7.50	57	3	7.50	48	3	7.50	24	1	7.50
		19	2.53		32	4.27		60	8.00		51	6.80		25	3.33
Total		419	50.53		399	53.20		309	44.01		432	58.62		501	66.80

	12/3/2014 Filings By User			12/8/2014 Filings By User			12/9/2014 Filings By User			12/10/2014 Filings By User			12/11/2014 Filings By User		
User	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS
		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR
Employee 1	107	5	7.50	78	9	7.50	117	5	7.50	102	5	7.50			
		112	14.93		87	11.60		122	16.27		107	14.27			
Employee 5							1	0	7.50	49	0	7.50	5	0	7.50
								1	0.13		49	6.53		5	0.67
Employee 6															
Employee 7	18	0	7.50	55	0	7.50	61	0	7.50	49	1	7.50	108	0	7.50
		18	2.40		55	7.33		61	8.13		50	6.67		108	14.40
Employee 8	51	16	7.50	49	13	7.50	56	27	7.50	63	13	7.50	90	8	7.50
		67	8.93		62	8.27		83	11.07		76	10.13		98	13.07
Employee 9				1	0	7.50				8	0	7.50	32	12	7.50
					1	0.13					8	1.07		44	5.87
Employee 10															
Employee 2	70	18	7.50	53	13	7.50	80	1	7.50	67	12	7.50	76	4	7.50
		88	11.73		66	8.80		81	10.80		79	10.53		80	10.67
Employee 11	33	4	7.50	23	5	7.50	31	6	7.50	24	11	7.50	42	17	7.50
		37	4.93		28	3.73		37	4.93		35	4.67		59	7.87
Employee 3	60	4	7.50							74	0	7.50	49	0	7.50
		64	8.53								74	9.87		49	6.53
Employee 4				67	1	7.50	20	7	7.50	2	1	7.50	20	0	7.50
					68	9.07		27	3.60		3	0.40		20	2.67
Total		386	51.47		367	48.80		412	54.93		481	63.07		463	55.87

User	12/12/2014 Filings By User			12/19/2014 Filings By User			12/29/2014 Filings By User			1/5/2015 Filings By User			1/12/2015 Filings By User		
	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS
		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR
Employee 1				82	6	7.50				102	5	7.50	113	5	7.50
					88	11.73					107	14.27		118	15.73
Employee 5	20	0	7.50	17	0	7.50	30	2	7.50	35	6	7.50			
		20	2.67		17	2.27		32	4.27		41	5.47			
Employee 6															
Employee 7	28	0	7.50	4	0	7.50	66	0	7.50	83	1	7.50	4	0	7.50
		28	3.73		4	0.53		66	8.80		84	11.20		4	0.53
Employee 8	42	3	7.50	19	16	7.50	90	4	7.50	67	7	7.50	59	14	7.50
		45	6.00		35	4.67		94	12.53		74	9.87		73	9.73
Employee 9	13	8	7.50				26	1	7.50	15	10	7.50	17	2	7.50
		21	2.80					27	3.60		25	3.33		19	2.53
Employee 10															
Employee 2	50	8	7.50	55	6	7.50	57	6	7.50	63	0	7.50	47	32	7.50
		58	7.73		61	8.13		63	8.40		63	8.40		79	10.53
Employee 11	24	13	7.50	33	20	7.50	51	15	7.50	26	41	7.50	39	18	7.50
		37	4.93		53	7.07		66	8.80		67	8.93		57	7.60
Employee 3	15	2	7.50	20	0	7.50	35	0	7.50	27	0	7.50	36	0	7.50
		17	2.27		20	2.67		35	4.67		27	3.60		36	4.80
Employee 4	10	7	7.50				42	9	7.50	45	0	7.50	31	1	7.50
		17	2.27					51	6.80		45	6.00		32	4.27
Total		243	29.60		278	37.07		434	54.27		533	67.73		418	53.20

User	1/13/2015 Filings By User			1/26/2015 Filings By User			1/27/2015 Filings By User			1/28/2015 Filings By User			1/29/2015 Filings By User		
	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS	CASH	REJ	HRS
		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR		TOTAL	T/HR
Employee 1	93	9	7.50	72	7	7.50	91	1	7.50	75	16	7.50	83	13	7.50
		102	13.60		79	10.53		92	12.27		91	12.13		96	12.80
Employee 5	31	2	7.50	17	9	7.50	47	5	7.50						
		33	4.40		26	3.47		52	6.93						
Employee 6															
Employee 7	28	0	7.50	1	0	7.50	129	0	7.50	43	1	7.50	63	8	7.50
		28	3.73		1	0.13		129	17.20		44	5.87		71	9.40
Employee 8	64	7	7.50	34	25	7.50	55	23	7.50	59	12	7.50	61	11	7.50
		71	9.47		59	7.87		78	10.40		71	9.47		72	9.60
Employee 9							1	0	7.50						
								1	0.13						
Employee 10															
Employee 2	58	19	7.50	32	11	7.50	46	13	7.50	55	8	7.50	52	19	7.50
		77	10.27		43	5.73		59	7.87		63	8.40		71	9.47
Employee 11	33	14	7.50	12	23	7.50	8	2	7.50	31	16	7.50	44	22	7.50
		47	6.27		35	4.67		10	1.33		47	6.27		66	8.80
Employee 3	78	0	7.50	60	0	7.50	20	1	7.50	57	0	7.50	58	0	7.50
		78	10.40		60	8.00		21	2.80		57	7.60		58	7.73
Employee 4				11	3	7.50	52	9	7.50	75	29	7.50	74	26	7.50
					14	1.87		61	8.13		104	13.87		100	13.33
Total		436	58.13		317	42.27		503	66.93		477	63.60		534	71.13

**1/30/2015
Filings By User**

User	CASH	REJ	HRS	
		TOTAL	T/HR	Average per hour
Employee 1	107	17	7.50	No Phone 12.59
		124	16.53	
Employee 5	26	10	7.50	
		36	4.80	
Employee 6				
Employee 7	150	0	7.50	
		150	20.00	
Employee 8	73	21	7.50	
		94	12.53	
Employee 9				
Employee 10				
Employee 2	37	26	7.50	No Phone 13.8
		63	8.40	With Phone 8.86
Employee 11	43	15	7.50	
		58	7.73	
Employee 3	67	6	7.50	No Phone 13.71
		73	9.73	With Phone 7.23
Employee 4	50	5	7.50	No Phone 14.08
		55	7.33	With Phone 5.11
Total		653	87.07	

Vector:	Sec.of.St.Corp.		14.0%									
	Inbound	Avg Speed	Main ACD	Backup	Avg Aban		Forced	Forced Disc				Avg Vector
Date	Calls	Ans	Calls	ACD Calls	Aban Calls	Time	Busy Calls	Calls	Flow In	Flow Out	Other Calls	Time
Totals	6571	2:38	4896	13	917	2:36		0	189	298	556	2:24
3/1/2014	7		0	0	0			0	7	0	7	:08
3/3/2014	276	2:47	213	1	32	3:49		0	4	14	26	2:40
3/4/2014	347	2:51	273	2	34	1:37		0	14	11	24	2:29
3/5/2014	336	2:02	274	1	34	1:20		0	6	10	21	1:52
3/6/2014	328	2:08	244	2	45	3:02		0	8	16	29	2:05
3/7/2014	308	2:37	231	0	50	1:51		0	4	14	23	2:19
3/8/2014	2		0	0	0			0	2	0	0	:09
3/9/2014	1		0	0	0			0	1	0	0	:09
3/10/2014	368	2:21	284	0	41	1:33		0	9	16	34	2:04
3/11/2014	365	2:24	265	0	56	3:45		0	9	12	35	2:24
3/12/2014	345	2:17	276	1	46	1:12		0	3	12	19	2:02
3/13/2014	321	2:00	248	0	40	1:12		0	5	8	28	1:46
3/14/2014	318	2:28	242	2	44	3:02		0	10	15	20	2:22
3/15/2014	4		0	0	0			0	4	0	0	:07
3/16/2014	3		0	0	0			0	3	0	0	:07
3/17/2014	323	2:00	245	0	35	2:48		0	17	19	26	1:53
3/18/2014	333	2:49	245	0	54	3:17		0	7	19	27	2:40
3/19/2014	306	2:04	232	0	26	2:53		0	7	15	41	1:55
3/20/2014	273	1:51	216	0	31	1:19		0	10	8	16	1:40
3/21/2014	237	2:14	171	0	32	:55		0	6	16	28	1:49
3/22/2014	1		0	0	0			0	1	0	0	:09
3/23/2014	1		0	0	0			0	1	0	0	:09
3/24/2014	302	2:24	238	1	28	2:49		0	7	15	28	2:14
3/25/2014	338	3:17	245	0	56	2:14		0	10	18	27	2:49
3/26/2014	280	2:05	205	0	37	1:28		0	11	21	27	1:48
3/27/2014	292	2:41	221	1	41	1:56		0	8	10	21	2:22
3/28/2014	234	5:46	138	0	70	3:50		0	4	12	22	4:38
3/29/2014	1		0	0	0			0	1	0	0	:09
3/30/2014	1		0	0	0			0	1	0	0	:09
3/31/2014	320	6:11	190	2	85	4:45		0	9	17	34	5:03

Vector:	Sec.of.St.Corp.		18.1%										
	Inbound	Avg Speed	Main ACD	Backup	Avg Aban		Forced	Forced Disc	Avg Vector				
Date	Calls	Ans	Calls	ACD Calls	Aban Calls	Time	Busy Calls	Calls	Flow In	Flow Out	Other Calls	Time	
Totals	6165	3:30	4348	5	1115	3:09	0	145	325	552	697	3:07	
4/1/2014	286	7:07	183	0	79	4:09	0	7	11	17	24	5:45	
4/2/2014	313	2:41	210	0	70	1:52	0	5	22	28	33	2:16	
4/3/2014	284	2:42	210	1	36	2:41	0	6	10	31	37	2:26	
4/4/2014	261	2:32	184	0	42	1:23	0	10	12	25	35	2:05	
4/6/2014	1		0	0	0		0	1	0	0	1	:10	
4/7/2014	327	5:31	209	0	75	4:56	0	9	19	34	43	4:44	
4/8/2014	333	2:49	260	0	38	1:32	0	7	21	28	35	2:26	
4/9/2014	283	2:45	211	0	51	1:42	0	4	11	17	21	2:24	
4/10/2014	273	2:43	203	1	40	1:22	0	4	19	25	29	2:18	
4/11/2014	240	6:57	138	0	67	5:15	0	10	15	25	35	5:33	
4/12/2014	2		0	0	0		0	2	0	0	2	:06	
4/13/2014	2		0	0	0		0	2	0	0	2	:06	
4/14/2014	293	10:10	158	0	95	6:26	0	6	22	34	40	7:39	
4/15/2014	292	3:21	209	0	49	2:02	0	6	6	28	34	2:49	
4/16/2014	264	1:59	197	0	33	1:41	0	8	13	26	34	1:46	
4/17/2014	229	1:35	183	0	21	1:01	0	7	15	18	25	1:26	
4/18/2014	173	2:16	117	0	35	2:57	0	1	14	20	21	2:13	
4/19/2014	1		0	0	0		0	1	0	0	1	:09	
4/21/2014	297	5:50	185	0	82	4:37	0	6	20	24	30	4:58	
4/22/2014	313	1:38	242	0	40	1:10	0	5	13	26	31	1:28	
4/23/2014	295	2:32	220	1	36	3:18	0	10	18	28	38	2:22	
4/24/2014	258	2:20	190	1	37	1:53	0	5	9	25	30	2:05	
4/25/2014	217	3:31	163	0	32	2:44	0	5	11	17	22	3:06	
4/28/2014	317	2:29	231	0	60	1:30	0	8	8	18	26	2:09	
4/29/2014	304	2:48	227	1	37	1:12	0	6	20	33	39	2:20	
4/30/2014	307	4:01	218	0	60	4:10	0	4	16	25	29	3:44	

Vector:	Sec.of.St.Corp.		20.4%									
	Inbound	Avg Speed	Main ACD	Backup	Avg Aban		Forced	Forced Disc	Avg Vector			
Date	Calls	Ans	Calls	ACD Calls	Aban Calls	Time	Busy Calls	Calls	Flow In	Flow Out	Other Calls	Time
Totals	5932	4:40	3778	2	1212	5:06	0	319	399	621	940	4:06
5/1/2014	265	2:28	197	0	34	2:04	0	3	18	31	34	2:11
5/2/2014	232	3:23	156	0	42	4:06	0	5	16	29	34	3:06
5/3/2014	1		0	0	0		0	1	0	0	1 :09	
5/5/2014	291	2:40	217	0	33	2:17	0	10	17	31	41	2:20
5/6/2014	295	3:57	201	0	59	3:11	0	5	29	30	35	3:24
5/7/2014	296	6:42	184	0	70	5:29	0	7	29	35	42	5:32
5/8/2014	290	7:11	165	0	81	5:13	0	7	19	37	44	5:38
5/9/2014	186		0	0	0		0	186	0	0	186 :07	
5/10/2014	1		0	0	0		0	1	0	0	1 :03	
5/11/2014	2		0	0	0		0	2	0	0	2 :03	
5/12/2014	428	13:03	181	0	194	8:58	0	6	42	47	53	9:39
5/13/2014	386	11:39	191	0	134	7:08	0	8	27	53	61	8:20
5/14/2014	296	4:09	199	0	47	4:34	0	7	38	43	50	3:36
5/15/2014	286	3:57	188	0	57	3:35	0	7	18	34	41	3:23
5/16/2014	248	1:54	188	0	21	1:20	0	5	24	34	39	1:39
5/17/2014	3		0	0	0		0	3	0	0	3 :08	
5/19/2014	277	2:04	208	0	30	1:07	0	9	15	30	39	1:46
5/20/2014	278	2:15	207	0	45	2:12	0	5	8	21	26	2:06
5/21/2014	277	1:57	226	0	32	1:50	0	3	12	16	19	1:51
5/22/2014	228	1:22	172	0	27 :56		0	2	17	27	29	1:14
5/23/2014	231	4:32	160	0	42	2:38	0	5	19	24	29	3:42
5/26/2014	4		0	0	0		0	4	0	0	4 :06	
5/27/2014	262	3:19	206	2	28	2:36	0	5	13	21	26	2:58
5/28/2014	314	4:33	187	0	78	4:50	0	11	17	38	49	4:01
5/29/2014	299	7:41	191	0	84	6:07	0	4	13	20	24	6:40
5/30/2014	254	6:46	154	0	74	5:45	0	6	8	20	26	5:51
5/31/2014	2		0	0	0		0	2	0	0	2 :09	

Vector:	28.2%												
	Sec.of.St.Corp.												
	Inbound	Avg Speed	Main ACD	Backup		Avg Aban	Forced	Forced Disc				Avg Vector	
Date	Calls	Ans	Calls	ACD Calls	Aban Calls	Time	Busy Calls	Calls	Flow In	Flow Out	Other Calls	Time	
Totals	5917	6:59	3542	2	1669	6:02	0	153	290	551	704	5:57	
6/2/2014	318	6:03	187	0	92	4:33	0	10	12	29	39	4:57	
6/3/2014	301	7:37	175	0	94	6:04	0	9	15	23	32	6:23	
6/4/2014	286	9:43	178	0	85	6:58	0	6	11	17	23	8:10	
6/5/2014	288	5:48	199	0	61	3:42	0	6	12	22	28	4:51	
6/6/2014	196	3:18	154	0	24	2:17	0	1	13	17	18	2:56	
6/7/2014	3		0	0	0		0	3	0	0	3	:05	
6/8/2014	1		0	0	0		0	1	0	0	1	:09	
6/9/2014	280	5:17	177	0	77	4:30	0	6	14	20	26	4:38	
6/10/2014	313	8:38	173	0	105	6:30	0	5	17	30	35	7:02	
6/11/2014	288	9:13	157	0	93	7:39	0	7	17	31	38	7:34	
6/12/2014	273	8:16	145	0	99	7:31	0	11	5	18	29	7:10	
6/13/2014	202	4:58	132	0	51	5:49	0	2	9	17	19	4:49	
6/14/2014	6		0	0	0		0	6	0	0	6	:07	
6/15/2014	4		0	0	0		0	4	0	0	4	:06	
6/16/2014	348	8:33	176	0	126	7:08	0	7	29	39	46	6:59	
6/17/2014	310	7:41	180	0	98	5:36	0	6	21	26	32	6:17	
6/18/2014	311	8:19	192	0	81	6:10	0	11	10	27	38	6:48	
6/19/2014	270	4:07	190	0	43	3:11	0	4	12	33	37	3:30	
6/20/2014	260	4:00	183	0	44	3:30	0	8	14	25	33	3:28	
6/21/2014	2		0	0	0		0	2	0	0	2	:05	
6/23/2014	262	5:24	153	0	70	4:09	0	9	22	30	39	4:21	
6/24/2014	269	6:54	150	1	87	6:11	0	3	10	28	31	5:57	
6/25/2014	275	4:33	183	0	56	3:43	0	8	14	28	36	3:51	
6/26/2014	280	9:58	159	1	87	7:35	0	5	12	28	33	8:07	
6/27/2014	267	11:29	134	0	95	7:52	0	7	5	31	38	8:38	
6/28/2014	2		0	0	0		0	2	0	0	2	:05	
6/29/2014	1		0	0	0		0	1	0	0	1	:09	
6/30/2014	301	8:12	165	0	101	7:17	0	3	16	32	35	7:01	

Vector:	29.3%												
	Sec.of.St.Corp.												
	Inbound	Avg Speed	Main ACD	Backup		Avg Aban	Forced	Forced Disc					Avg Vector
Date	Calls	Ans	Calls	ACD Calls	Aban Calls	Time	Busy Calls	Calls	Flow In	Flow Out	Other Calls	Time	
Totals	6132	6:30	3634	2	1798	5:05	0	144	284	554	698	5:25	
7/1/2014	252	2:27	165	1	44	3:03	0	7	16	35	42	2:15	
7/2/2014	267	8:10	165	0	71	4:05	0	4	9	27	31	6:13	
7/3/2014	213	5:35	137	0	58	4:24	0	3	14	15	18	4:51	
7/4/2014	8		0	0	0		0	8	0	0	8	:07	
7/5/2014	1		0	0	0		0	1	0	0	1	:09	
7/6/2014	4		0	0	0		0	4	0	0	4	:08	
7/7/2014	375	6:30	220	0	117	4:52	0	7	17	31	38	5:24	
7/8/2014	320	7:44	173	0	115	6:28	0	8	22	24	32	6:34	
7/9/2014	352	10:50	173	0	135	6:04	0	11	18	33	44	7:43	
7/10/2014	268	6:58	158	0	77	4:54	0	10	9	23	33	5:35	
7/11/2014	256	4:43	156	0	58	4:25	0	5	25	37	42	3:59	
7/12/2014	3		0	0	0		0	3	0	0	3	:08	
7/14/2014	284	5:13	191	0	71	3:48	0	2	10	20	22	4:31	
7/15/2014	321	7:33	188	0	103	3:48	0	5	8	25	30	5:41	
7/16/2014	299	6:01	170	0	95	4:53	0	11	8	23	34	5:02	
7/17/2014	219	4:58	143	0	36	3:42	0	8	10	32	40	3:58	
7/18/2014	208	4:20	128	0	56	2:49	0	6	13	18	24	3:31	
7/21/2014	304	6:28	177	0	93	4:46	0	9	18	25	34	5:17	
7/22/2014	266	6:26	163	0	81	5:03	0	2	7	20	22	5:33	
7/23/2014	240	5:52	156	0	59	3:44	0	3	10	22	25	4:48	
7/24/2014	275	6:32	168	0	80	4:32	0	5	9	22	27	5:21	
7/25/2014	183	2:38	138	0	25	2:00	0	3	6	17	20	2:20	
7/26/2014	3		0	0	0		0	3	0	0	3	:07	
7/27/2014	3		0	0	0		0	3	0	0	3	:10	
7/28/2014	300	8:25	156	0	114	7:46	0	2	23	28	30	7:24	
7/29/2014	311	11:04	156	0	128	7:18	0	3	15	24	27	8:37	
7/30/2014	313	7:42	166	0	115	6:21	0	4	13	28	32	6:29	
7/31/2014	284	5:43	187	1	67	3:48	0	4	4	25	29	4:44	

Vector:	Sec.of.St.Corp.												
	Inbound	Avg Speed	Main ACD	Backup		Avg Aban	Forced	Forced Disc				Avg Vector	
Date	Calls	Ans	Calls	ACD Calls	Aban Calls	Time	Busy Calls	Calls	Flow In	Flow Out	Other Calls	Time	
Totals	5217	2:58	3736	2	837	2:30	0	151	273	491	642	2:36	
8/1/2014	230	6:11	138	0	63	3:46	0	11	11	18	29	4:48	
8/2/2014	3		0	0	0		0	3	0	0	3	:08	
8/3/2014	2		0	0	0		0	2	0	0	2	:07	
8/4/2014	251	8:38	162	0	63	5:00	0	2	12	24	26	6:54	
8/5/2014	244	2:34	191	0	24	2:22	0	6	15	23	29	2:19	
8/6/2014	226	2:04	168	0	29	1:14	0	5	16	24	29	1:48	
8/7/2014	245	1:59	182	0	35	2:05	0	7	7	21	28	1:51	
8/8/2014	233	3:01	168	1	37	1:27	0	6	12	21	27	2:29	
8/9/2014	1		0	0	0		0	1	0	0	1	:06	
8/10/2014	2		0	0	0		0	2	0	0	2	:06	
8/11/2014	288	2:42	194	0	43	1:51	0	28	10	23	51	2:09	
8/12/2014	268	2:35	199	0	36	2:04	0	4	20	29	33	2:16	
8/13/2014	252	2:47	192	1	31	2:48	0	5	15	23	28	2:33	
8/14/2014	232	2:35	168	0	31	3:13	0	3	20	30	33	2:24	
8/15/2014	194	2:08	144	0	25	1:20	0	2	16	23	25	1:51	
8/17/2014	1		0	0	0		0	1	0	0	1	:03	
8/18/2014	235	3:18	173	0	38	2:30	0	3	12	21	24	2:54	
8/19/2014	283	4:40	158	0	87	4:21	0	5	23	33	38	4:02	
8/20/2014	250	3:11	192	0	30	1:42	0	3	11	25	28	2:43	
8/21/2014	238	1:47	178	0	36	:53	0	5	12	19	24	1:31	
8/22/2014	228	1:17	160	0	40	1:35	0	1	13	27	28	1:16	
8/23/2014	2		0	0	0		0	2	0	0	2	:04	
8/25/2014	274	2:21	212	0	33	3:30	0	13	7	16	29	2:17	
8/26/2014	280	2:40	207	0	41	1:06	0	11	8	21	32	2:12	
8/27/2014	297	2:26	214	0	52	:55	0	8	12	23	31	1:58	
8/28/2014	259	1:58	198	0	30	1:20	0	3	10	28	31	1:45	
8/29/2014	193	2:54	138	0	33	2:25	0	3	11	19	22	2:34	
8/30/2014	5		0	0	0		0	5	0	0	5	:09	
8/31/2014	1		0	0	0		0	1	0	0	1	:04	

Vector:	18.3%												Avg Vector
	Sec.of.St.Corp.												
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Totals	4700	3:34	3173	1	861	3:18	0	238	229	427	665		3:05
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11/2/2014	1		0	0	0		0	1	0	0	1		:09
11/3/2014	280	2:12	211	0	39	1:35	0	7	15	23	30		1:56
11/4/2014	255	3:25	174	0	55	2:10	0	4	12	22	26		2:51
11/5/2014	291	2:31	202	0	53	1:55	0	4	12	32	36		2:10
11/6/2014	270	2:10	191	0	46	:58	0	5	12	28	33		1:47
11/7/2014	207	3:51	157	0	26	1:56	0	4	17	20	24		3:14
11/8/2014	3		0	0	0		0	3	0	0	3		:07
11/9/2014	3		0	0	0		0	3	0	0	3		:02
11/10/2014	273	7:56	157	0	80	4:25	0	9	14	27	36		5:57
11/11/2014	111		0	0	0		0	111	0	0	111		:06
11/12/2014	388	5:38	243	1	102	4:36	0	9	17	33	42		4:49
11/13/2014	330	10:37	168	0	129	7:09	0	5	22	28	33		8:17
11/14/2014	257	3:50	165	0	63	3:02	0	4	11	25	29		3:17
11/15/2014	6		0	0	0		0	6	0	0	6		:06
11/16/2014	1		0	0	0		0	1	0	0	1		:05
11/17/2014	302	3:00	221	0	47	2:34	0	5	19	29	34		2:40
11/18/2014	337	2:44	234	0	60	2:05	0	7	15	36	43		2:20
11/19/2014	263	2:02	204	0	31	1:05	0	7	6	21	28		1:46
11/20/2014	266	2:22	202	0	36	2:05	0	3	13	25	28		2:08
11/21/2014	196	1:38	166	0	20	:51	0	0	9	10	10		1:30
11/23/2014	1		0	0	0		0	1	0	0	1		:03
11/24/2014	250	2:16	197	0	24	1:19	0	8	7	21	29		1:59
11/25/2014	221	3:17	161	0	32	3:03	0	2	14	26	28		2:55
11/26/2014	160	2:14	120	0	18	1:19	0	1	14	21	22		1:55
11/28/2014	25		0	0	0		0	25	0	0	25		:07
11/29/2014	1		0	0	0		0	1	0	0	1		:04

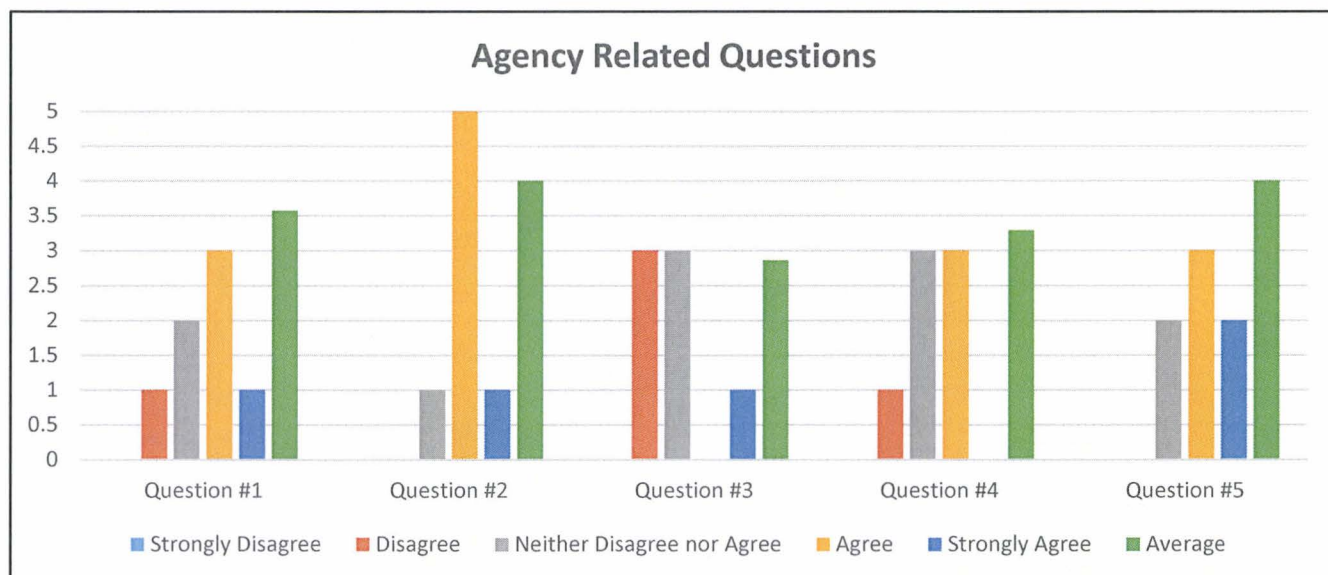
Vector:	Sec.of.St.Corp.		16.6%									
	Inbound	Avg Speed	Main ACD	Backup	Avg Aban		Forced	Forced Disc	Avg Vector			
Date	Calls	Ans	Calls	ACD Calls	Aban Calls	Time	Busy Calls	Calls	Flow In	Flow Out	Other Calls	Time
Totals	5287	3:03	3722	5	878	2:52	0	190	263	492	682	2:42
12/1/2014	281	2:14	205	0	38	1:07	0	10	15	28	38	1:52
12/2/2014	248	2:38	188	0	36	1:21	0	3	8	21	24	2:15
12/3/2014	265	2:27	192	1	39	1:13	0	6	10	27	33	2:02
12/4/2014	305	6:52	165	0	92	6:26	0	6	16	42	48	5:46
12/5/2014	206	2:41	151	1	27	2:37	0	7	12	20	27	2:23
12/6/2014	2		0	0	0		0	2	0	0	2	:07
12/7/2014	3		0	0	0		0	3	0	0	3	:04
12/8/2014	232	1:48	178	0	33	1:36	0	3	10	18	21	1:40
12/9/2014	256	3:07	197	0	39	1:29	0	7	4	13	20	2:40
12/10/2014	263	1:45	202	0	34	:51	0	5	11	22	27	1:31
12/11/2014	243	2:12	199	0	24	1:00	0	2	14	18	20	1:57
12/12/2014	248	2:40	183	0	47	2:21	0	4	7	14	18	2:28
12/13/2014	1		0	0	0		0	1	0	0	1	:08
12/15/2014	301	2:27	220	1	50	1:32	0	2	14	28	30	2:07
12/16/2014	289	2:50	203	0	44	2:54	0	5	28	37	42	2:32
12/17/2014	246	3:26	172	0	42	3:35	0	5	24	27	32	3:05
12/18/2014	265	2:11	190	0	47	1:56	0	3	17	25	28	1:59
12/19/2014	225	5:38	145	0	57	4:06	0	3	11	20	23	4:44
12/20/2014	6		0	0	0		0	6	0	0	6	:06
12/21/2014	1		0	0	0		0	1	0	0	1	:09
12/22/2014	259	2:05	207	0	26	1:37	0	2	9	24	26	1:53
12/23/2014	194	2:47	139	0	33	2:17	0	3	12	19	22	2:27
12/24/2014	34		0	0	0		0	34	0	0	34	:07
12/26/2014	42		0	0	0		0	42	0	0	42	:06
12/28/2014	5		0	0	0		0	5	0	0	5	:07
12/29/2014	362	3:05	260	2	55	2:01	0	10	20	35	45	2:37
12/30/2014	299	6:23	183	0	74	5:44	0	7	12	35	42	5:25
12/31/2014	206	3:06	143	0	41	2:42	0	3	9	19	22	2:46

Vector:	Sec.of.St.Corp.		18.4%									
	Inbound	Avg Speed	Main ACD	Backup	Avg Aban		Forced	Forced Disc	Avg Vector			
Date	Calls	Ans	Calls	ACD Calls	Aban Calls	Time	Busy Calls	Calls	Flow In	Flow Out	Other Calls	Time
Totals	6126	3:21	4255	4	1127	2:49	0	203	319	537	740	2:55
1/1/2015	2		0	0	0		0	2	0	0	2	:07
1/2/2015	163	3:40	110	0	35	1:51	0	3	5	15	18	2:56
1/3/2015	2		0	0	0		0	2	0	0	2	:03
1/4/2015	2		0	0	0		0	2	0	0	2	:09
1/5/2015	295	2:44	217	0	47	1:18	0	6	9	25	31	2:16
1/6/2015	328	3:12	235	0	58	1:35	0	3	16	32	35	2:39
1/7/2015	315	2:54	223	0	56	2:24	0	7	16	29	36	2:33
1/8/2015	306	2:01	238	0	47	1:20	0	5	12	16	21	1:49
1/9/2015	271	2:47	199	1	41	2:01	0	2	12	28	30	2:26
1/10/2015	1		0	0	0		0	1	0	0	1	:09
1/11/2015	3		0	0	0		0	3	0	0	3	:03
1/12/2015	327	3:10	235	0	56	2:00	0	6	14	30	36	2:41
1/13/2015	329	4:43	221	0	71	3:40	0	6	14	31	37	4:02
1/14/2015	340	6:28	207	0	106	5:38	0	8	15	19	27	5:44
1/15/2015	303	2:24	228	0	38	1:50	0	8	27	29	37	2:07
1/16/2015	253	3:52	159	0	69	2:55	0	6	11	19	25	3:17
1/17/2015	3		0	0	0		0	3	0	0	3	:05
1/19/2015	55		0	0	0		0	55	0	0	55	:07
1/20/2015	432	4:51	272	1	112	3:22	0	12	24	35	47	4:00
1/21/2015	300	3:37	225	0	49	2:47	0	4	15	22	26	3:15
1/22/2015	306	3:40	217	0	51	1:52	0	8	19	30	38	2:59
1/23/2015	272	3:17	193	0	49	2:23	0	7	23	23	30	2:50
1/24/2015	1		0	0	0		0	1	0	0	1	:06
1/26/2015	339	4:13	236	0	72	5:31	0	10	11	21	31	4:10
1/27/2015	327	2:16	225	0	52	1:53	0	13	21	37	50	1:57
1/28/2015	284	2:50	206	1	46	2:11	0	4	23	27	31	2:29
1/29/2015	298	2:52	211	1	51	1:37	0	6	16	29	35	2:24
1/30/2015	266	1:30	198	0	21	1:38	0	7	16	40	47	1:22
1/31/2015	3		0	0	0		0	3	0	0	3	:03

Agency Related Questions

1. The agency clearly conveys its mission to its employees.
2. I understand how my job aligns with the agency's mission.
3. There is good communication from supervisors to employees in the agency.
4. There is good communication from employees to supervisors in the agency.
5. The agency recognizes my contribution to its mission.

Question	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Average
Question #1	0	1	2	3	1	3.57
Question #2	0	0	1	5	1	4
Question #3	0	3	3	0	1	2.86
Question #4	0	1	3	3	0	3.29
Question #5	0	0	2	3	2	4



6. What I like best about working for the Secretary of State's office...

The friendly and caring atmosphere.

Learning more about what our agency does as a whole.

I enjoy the people that I work with here....and I enjoy the laid back atmosphere.

Having cubicles

There is always something to do! Lots of opportunities to learn and help out.

The way I am treated as an asset to the team and made to feel that my input is always heard and appreciated.

7. Things that the agency could do to make it a better workplace are...

Better communication...training...stronger leaders...consistently treating everyone the same

Cross Training--tutorials as to the aspects from one division to another.

We could use an electronic letter opener. We also need better communication.

Have more team building exercises

More consistent training. Clearer organization with paperwork, certificates etc.

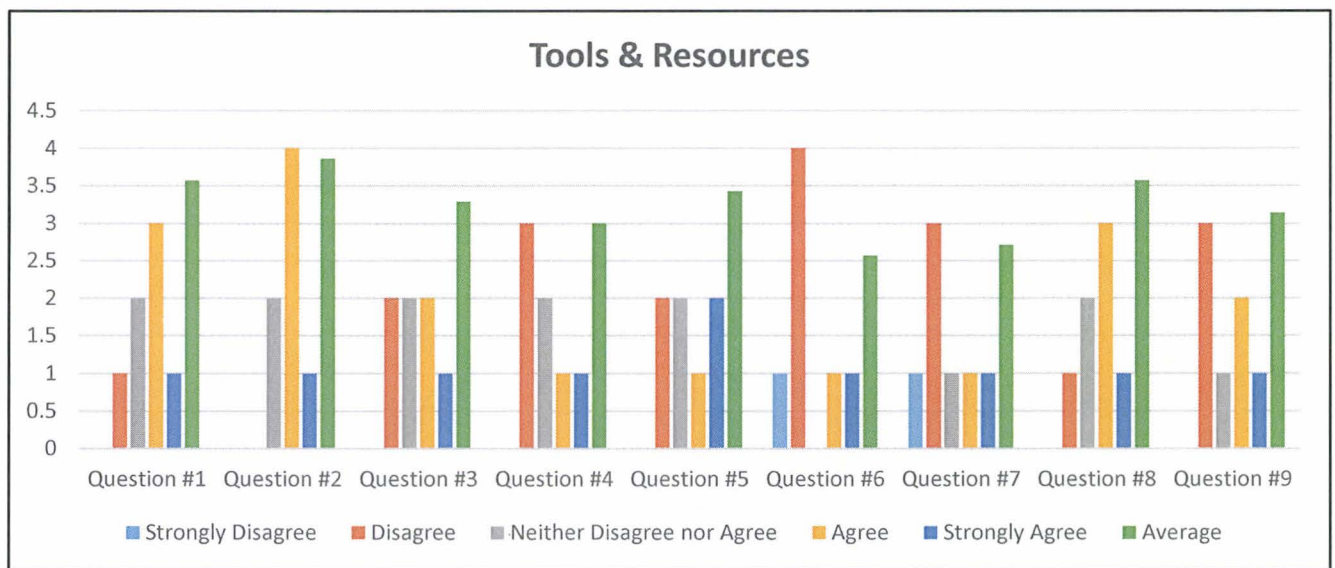
Clearly communicating what tasks need to be done on a daily basis. I feel like I am bouncing around the office doing so many different tasks that constantly change that I feel worn out by the end of the day.

Make it easy for employees to communicate with the supervisors and to keep things consistent.

Tools and Resources

1. I have receive the training I need to do my job well.
2. I have the tools I need to do my job well.
3. I have all the information I need to do my job effectively.
4. Procedures for completing jobs are clearly outlined and documented.
5. Teamwork is encouraged and practiced in this division.
6. Information and knowledge are shared openly within this division.
7. My supervisor does a good job of sharing information.
8. I receive useful, constructive and adequate feedback from my supervisor about my performance.
9. My hard work and achievements are recognized and rewarded by my supervisor.

Question	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Average
Question #1	0	1	2	3	1	3.57
Question #2	0	0	2	4	1	3.86
Question #3	0	2	2	2	1	3.29
Question #4	0	3	2	1	1	3.00
Question #5	0	2	2	1	2	3.43
Question #6	1	4	0	1	1	2.57
Question #7	1	3	1	1	1	2.71
Question #8	0	1	2	3	1	3.57
Question #9	0	3	1	2	1	3.14



10. What tools, resources and incentives would be helpful in performing your job that are not available?

I honestly can't answer this, because I don't know what would make my job easier for me. Maybe a faster scanner.

Power points, paper handouts or emails about different forms or changes to procedures, etc.

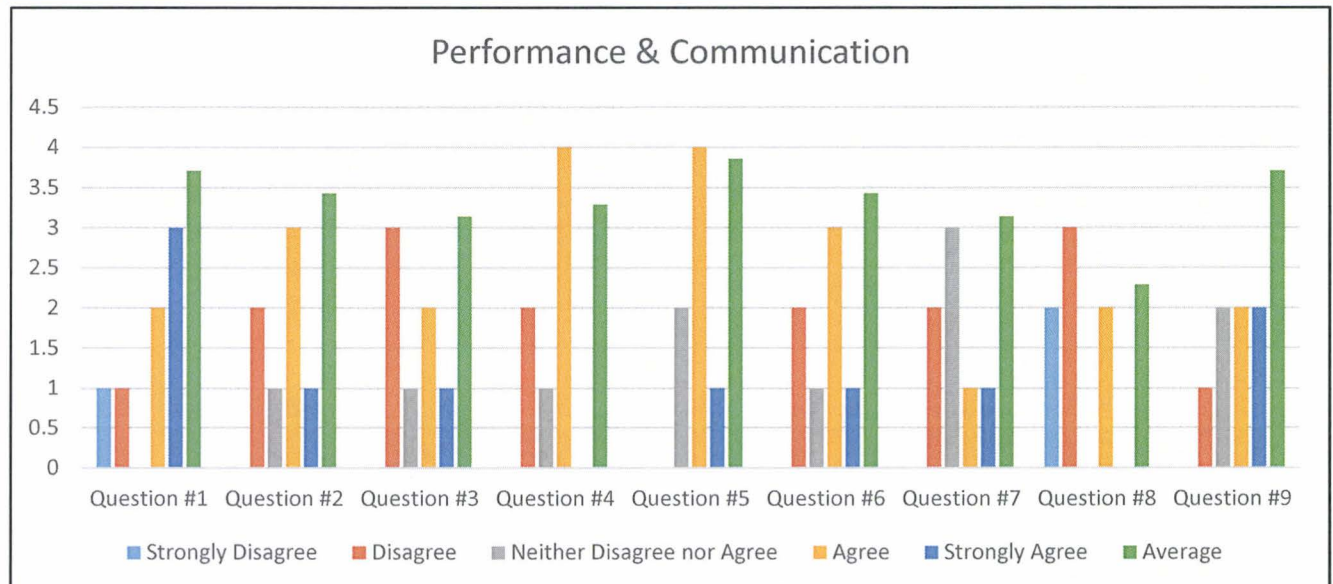
A great incentive for working weekends were comp time, and during the holiday season, one incentive is leaving early, or at the Christmas party the two hour lunches are nice on occasion... Those aren't necessarily an everyday thing, not to mention, we can't always use the days given coverage complications, but still, a nice encouragement.

A clear job description. I can't know if I'm doing what I need to do well if I don't know what I need to be doing.

Performance Expectations and Communication Survey

1. I have a clear understanding of my job description and how my performance is measured.
2. On my job, I have clearly defined quality goals.
3. On my job, I have clearly defined quantity goals.
4. I am given frequent and adequate feedback about my performance.
5. My supervisor involves me in solving problems related to my work.
6. My supervisor appropriately acknowledges my work when I have met work related goals.
7. My supervisor promptly addresses problems within the work group.
8. There is helpful communication within the work group, we are not a case of "the left hand not knowing what the right hand is doing."
9. Input from the work group is encouraged during meetings.

Question	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Average
Question #1	1	1	0	2	3	3.71
Question #2	0	2	1	3	1	3.43
Question #3	0	3	1	2	1	3.14
Question #4	0	2	1	4	0	3.29
Question #5	0	0	2	4	1	3.86
Question #6	0	2	1	3	1	3.43
Question #7	0	2	3	1	1	3.14
Question #8	2	3	0	2	0	2.29
Question #9	0	1	2	2	2	3.71



10. Suggestions regarding how communication within the work group can be improved.
 More of it. I only put agree on most of this because it is done, but it could be done more.
 Suggestion box, or some other way to urge group communication without worry of identity or misunderstandings.

More meetings Encouraged use of email for communication, rather than verbally so we can keep track of what information was relayed.

Clearly defined work goals and the appropriate acknowledgement when the goals are either met or not met. Everyone also needs to be on the same page with knowing what the goals are and how to achieve them. (Also when they are not achieving them.)